

Improving Chronically
Low-performing Schools in Maryland
American Youth Policy Forum

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Maryland's History of Accountability

- **1989:** Governor's Commission mandates statewide accountability program.
- **1989:** Graduation exams are first administered.
- **1991:** Elementary and middle school exams are first administered.
- **1996:** Schools failing to meet standards are identified as "reconstitution-eligible."
- **2003:** Failing schools are transferred into NCLB school improvement system.

Maryland: Schools in Improvement

	2008	2007	2006	2005
Total Schools in Improvement	219	233	233	233
Total Schools Making AYP	1,138	1,050	1,039	1,039
Total Schools NOT Making AYP	227	311	312	311

Sustainability

- Integrated
- Long-term
- Tied to accountability
- Adequately & continuously funded

System Investment

- Master Plans

Strategic Decision-making

Percentage of classes NOT taught by a Highly Qualified Teacher: 2007

	Failing 1 or 2 subgroups	Failing 3 or more subgroups
Failing 1-3 years	20% (85 schools)	27% (52 schools)
Failing more than 3 years	30% (10 schools)	46% (96 schools)

State Coordination & Oversight

Breakthrough Center

- **Solutions Network:** Assess operational and performance needs.
- **Interface:** Coordinate service delivery and eliminate overlap; establish uniform standards for measuring service impact.
- **Globalization:** Provide statewide access to successful strategies.
- **Incentives:** Offer participation incentives to service suppliers and recipients.

Differentiated Accountability

Total schools in Improvement: **219**
Schools Failing 1-2 subgroups: **112**

Stage	Pathway	
	Failing 1-2 subgroups	Failing 3 or more subgroups
Failing 1-3 years	74 schools [Focused Developing]	36 schools [Comprehensive Developing]
Failing more than 3 years	38 schools [Focused Priority]	71 schools [Comprehensive Priority]

Priority Schools: 109

Comprehensive Schools: 107

Differentiated Accountability

- How does Maryland do focused restructuring or “restructuring lite”?
- What do we do with schools that have the most intractable problems?
- How do we work effectively with diminishing resources?
- How do we use technology to increase effectiveness and decrease costs?

State Coordination & Oversight

- Restructuring Plans
- Master Plans

What Hasn't Worked in Maryland

- Turnaround Specialists
- Distinguished Principals
- State Takeover

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